

From Packard to Perry

DSMC Celebrates a Quarter Century of Service to the Defense Acquisition Community

COLLIE J. JOHNSON

The man who was chiefly responsible back in 1971 for the founding of the Defense Systems Management School [College], former Secretary of Defense David Packard, did not live to see the College reach its quarter century anniversary. Packard, who was invited to attend the celebration as an honored participant, died on March 26, 1996, a few months' short of the anniversary celebration. However, his legacy stood the test of time. In the brief span of 25 years since its founding, the College has become a nationally as well as internationally recognized center of excellence. By the end of FY 95, the College had graduated over 77,000 students from numerous companies/industries, government agencies, Military Departments, and foreign nations.

A Time to Celebrate

On June 25, Army Brig. Gen. Richard A. Black, DSMC Commandant, hosted the College's 25th Anniversary Celebration at Scott Hall, Fort Belvoir, Va. Those in attendance came from all walks of the government and industry: members of the DoD professional acquisition workforce and defense industry; former faculty and staff; representatives from other federal agencies; alumni; former commandants; senior acquisition leaders; and representatives from the Military Services. For many, they came to celebrate the success and continued growth of the College's flagship course — the Program Management Course, which graduated a mere 60 students from its first class in 1971. Replaced by the Advanced Program Management Course in 1995, the College now routinely graduates over 400 students per class.

Johnson is Managing Editor, Program Manager, DSMC Press.

A Fitting Tribute

In keeping with its military heritage, the College began its celebration with a formal ceremony that included the arrival of the official party; presentation of colors by the Armed Forces Color Guard, accompanied by the Fife and Drum Corps, 3rd U.S. Infantry; rendering of the National Anthem by Professor Paul McIlvaine, DSMC; and the Invocation by Fort Belvoir Army Chaplain (Maj.) Michael Travaglionne.

Army Lt. Col. John Mahony, Executive Officer to the Commandant and Master of Ceremonies, acknowledged and welcomed several distinguished guests: Gladys Keat-

CLOSE-UP: BUST OF ARMY BRIG. GEN. WINFIELD S. SCOTT III, A CLAY LIKENESS CREATED BY DSMC'S VISUAL ARTS AND PRESS DIRECTOR, GREG CARUTH.



GREG CARUTH,
DIRECTOR, VISUAL
ARTS AND PRESS

DEPARTMENT, DSMC, UNVEILS HIS ORIGINAL LIKENESS IN CLAY OF THE LATE ARMY BRIG. GEN. WINFIELD S. SCOTT III, FIRST DSMC COMMANDANT. THE BUST WILL BE CAST IN BRONZE AND DISPLAYED IN THE LOBBY OF SCOTT HALL AT DSMC'S MAIN FORT BELVOIR CAMPUS. ON HAND TO WITNESS THE UNVEILING WERE MRS. RUTH SCOTT, WIFE OF THE FIRST COMMANDANT, AND HER SON, ARMY BRIG. GEN. BRUCE SCOTT. PICTURED FROM LEFT: ARMY BRIG. GEN. RICHARD A. BLACK, DSMC COMMANDANT; MR. CARUTH; MRS. SCOTT; ARMY BRIG. GEN. BRUCE SCOTT.

ing, Representative of the Virginia House of Delegates; Air Force Lt. Gen. Ervin Rokke, President, National Defense University; Colleen A. Preston, Deputy Under Secretary of Defense for Acquisition Reform; Dr. James McMichael, Director, Acquisition Education, Training, and Career Development; Navy Rear Adm. (Ret) Jeremy Smith, Dean, Information Re-

sources Management College; Donald Campbell, President and Chief Executive Officer, Century Technologies Incorporated; Thomas Crean, President, Defense Acquisition University; Walter B. LaBerge, Former Under Secretary of the Army; and Ruth Scott, wife of the late Army Brig. Gen. Winfield S. Scott III (DSMC's first commandant), escorted

by her son, Army Brig. Gen. Bruce Scott. Eleven DSMC former commandants also attended the ceremony: Air Force Lt. Gen. (Ret) John G. Albert; Air Force Brig. Gen. Claude M. Bolton, Jr.; Air Force Brig. Gen. (Ret) Charles P. Cabell; Army Col. (Ret) Thomas V. Forburger; Navy Rear Adm. (Ret) Roland G. Freeman II; Army Col. (Ret) John B. Hanby, Jr.; Navy Rear Adm. (Ret) Roger D. Johnson; Army Brig. Gen. (Ret) Benjamin J. Pellegrini; Army Maj. Gen. (Ret) Lynn H. Stevens; Air Force Lt. Gen. (Ret) William E. Thurman (Thurman is now the first President of the Alumni Foundation, which will hold its official inauguration later this year); and Navy Rear Adm. (Ret) William L. Vincent.

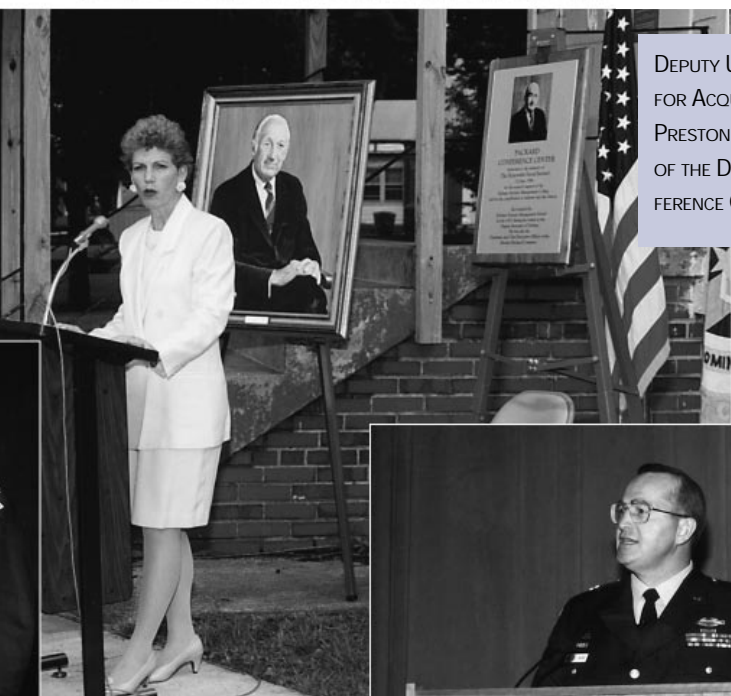
"The Man Who's Walked a Mile or Two in Our Shoes"

On behalf of the College, Black welcomed the keynote speaker for the day's events, Dr. Paul G. Kaminski, Under Secretary of Defense for Acquisition and Technology. Speaking of Kaminski's commitment to and affection for the College, Black noted that he was indeed a welcome and frequent visitor to the campus. "Mention Dr. Kaminski's name at DSMC and you'll hear stories of bottlenecks unblocked, processes expedited, or words spurring action." Quoting Kaminski's words to a recent DSMC graduating class, Black affirmed Kaminski's challenge: "It's time for doing and not just talking."

Black also spoke of trust. "Candor," he stated, "is the life blood of this type of a relationship, but I also believe that respect and trust lie at its heart. Respect certainly for a man whose professional and academic achievements include a doctorate from Stanford, Chairman of the Defense Science Board, not to mention his current position, but also trust...trust in the career Air Force officer who's walked a mile or two in your shoes and mine. The fact is that defense acquisition and all that we here at DSMC do to support it must be built on an understanding of people every bit as thorough as our understanding of the process. Not everyone can bring it off and few as well as our speaker."



UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY, DR. PAUL G. KAMINSKI, PROVIDED THE KEYNOTE ADDRESS FOR THE DAY'S EVENTS.



DEPUTY UNDER SECRETARY OF DEFENSE FOR ACQUISITION REFORM, COLLEEN A. PRESTON, PRESIDED OVER THE DEDICATION OF THE DAVID PACKARD EXECUTIVE CONFERENCE CENTER.



ARMY BRIG. GEN. RICHARD A. BLACK, DSMC COMMANDANT, GAVE THE OFFICIAL WELCOME AND OPENING REMARKS AT THE 25TH ANNIVERSARY CELEBRATION.

Paul Kaminski — “Turning the Acquisition World on its Head”

Dr. Paul G. Kaminski, USD(A&T), as keynote speaker, began his remarks by expressing his great pleasure at the opportunity to join so many of his colleagues and associates in celebrating the 25th Anniversary of the Defense Systems Management College.

Quoting David Packard, Kaminski said that, “Defense acquisition is the largest and the most important business enterprise in the world. It deserves to be managed with the very highest standards. I think if he were with us here today he would tell all of you how proud he and we all are of this institution. The thousands of people who have been educated here over the past 25 years have been integral to achieving David Packard’s vision and our current acquisition reform efforts.”

Kaminski also spoke of how DSMC was born at a time of great turmoil for the acquisition community. “Many of you who are here today...remember all too well some of the allegations involving massive shipbuilding claims, significant cost and schedule overruns, test deficiencies, and an underlying adversarial business-government relationship that was existing at the time.”

It was in that atmosphere, according to Kaminski, that in 1969 David Packard pulled together a group to review the management of the defense acquisition system. This group found that a consolidated education and research institution could provide the foundation for a much stronger system. With that recommendation in hand, David Packard envisioned a school to train managers from every corner of our acquisition community, anyone from a GS-13 or O-5 action officer level to our most senior leadership in the Department. This school, as envisioned by Packard, would keep them all current on cutting edge management practices through education, through research, and through the provision of advisory support.

Commending the College, Kaminski briefly reviewed its progress over the last

25 years. “Today, it [DSMC] is a premier acquisition teaching and research facility, providing advice and disseminating information to the entire acquisition community and to the private sector as well.”

The Numbers Tell the Story

Referring to DSMC’s phenomenal growth, Kaminski related that in recent years, the College has approached five-figure attendance, serving 9,897 students in 1994 alone. The faculty members not only taught classes, they conducted research and offered consultation in 269 different areas of expertise — anything from acquisition logistics to welding. In 1996, more than 17,000 people in government, industry and academia subscribed to the College’s *Program Manager Magazine*; another 13,000 received the *Acquisition Review Quarterly*.

The beneficial effects on the Department of Defense, according to Kaminski, are pervasive. More than 77,000 people have been educated at DSMC. This training has benefited all levels of responsibility including the senior leadership. In the past 25 years, 571 flag officers and 549 SES civilians have taken at least one of the executive short courses at DSMC. He also reminded the audience that, “today, for the first time, a DSMC graduate and good personal friend of mine, John Douglass, is serving as a Service Acquisition Executive, the very first Service Acquisition Executive to have graduated from DSMC.¹” Continuing, Kaminski noted that, “Today the school graduates 71 percent more students than it did in 1990, but the cost per student has declined 37 percent from just a little over \$4,000 to about \$2,500.”

He stated that DSMC is not only teaching students how to do more with less, it’s showing them how it is done by conducting extensive in-house reviews and reforms and applying today’s best management practices to its own administration. Referring to DSMC’s selection in 1995 as the first government agency to receive an on-site visit by a team of Malcolm Baldrige National Quality Award examiners, Kaminski acknowledged that, “DSMC is also showing the nation how to run a quality institution by partici-

pating in the Malcolm Baldrige National Quality Award Education Pilot Program and the President’s Quality Award Program.”

Perhaps Kaminski’s greatest compliment to the College was summed up in this remark: “*The beneficial effects of DSMC defy measurement.*” He discussed his own experiences in participating in the College’s Executive Program Managers Course, and how the staff and faculty have literally “turned around and made tangible improvements in the programs they manage...I have personally gained insight from my discussion with students about some of the barriers and some of the opportunities managers are facing today as they actually implement our program of acquisition reform.”

A Dynamic Memorial to David Packard’s Vision

Speaking of DSMC’s role in implementing DoD’s program of acquisition reform, Kaminski stated that, “In addition to educating the people that are implementing those reforms, DSMC has had a hand in designing just about every major acquisition reform we’ve made since I’ve become the Defense Acquisition Executive.”

He told the assembled audience that they have helped change the way all future acquisitions will be made by helping, for example, to rewrite the whole 5000 Series of regulations and reconfigure Military Specifications and Standards to allow the use of commercial and performance standards and specs wherever possible and prudent.

Referring to key legislation enacted which will guide future procurements, Kaminski said that, “With the passage of the Federal Acquisition Streamlining Act of 1994, the Federal Acquisition Reform Act of 1996, and the Information Technology Act of 1996, the Department has been able to make three huge steps forward in the direction of becoming a world-class buyer. With your help, the Department is now fully engaged in implementing these ground-breaking statutes.”

“The Congress and the DoD have been talking now about acquisition reform for

a long time. More importantly, we are now actually doing something about implementing real acquisition reform, and we're doing this as an effective team. And we will continue to need your help in this process with additional reforms within our system and reforms without, including additional legislative reform. We all have a lot more to do."

What Lies Ahead?

In the field of legislative reform, Kaminski believes we need to provide additional Title 10 statutory waivers for our defense acquisition pilot programs, and that eventually we need to change the statutes and make these reforms permanent across all of our programs. He also spoke of several other changes he would like to see implemented: relief from provisions restricting defense contractors from supporting our operational tests; a dual-use applications program, one that is whole and viable to help the Department truly leverage commercial technologies in our program; and because our reprogramming thresholds in the Department have not changed in over 20 years, a need to restore the original balance by doubling the \$4 million and \$10 million threshold for reprogrammings within RDT&E and Procurement Accounts, respectively.

Further, he supports additional flexibility to manage our [DoD's] financial affairs. As an example, he posed the question, "Why not give our program managers some relief from all of the extensive 'color of money' restrictions between our various appropriations?"

Commending Congress, he added that they are continuing to provide the Department with added flexibility. "Both the House and the Senate Authorizing Committees, for example, are giving favorable consideration to extending the Section 845, Other Transactions, authority for the Defense Research Projects Agency to the year 1999, and providing this authority to the Secretaries of the Military Departments as well...a very beneficial move in my opinion." Summing up the mutual cooperation between the DoD and Congress, Kaminski said that,

"Together the Congress and our team continue to step up and do something real for the American taxpayer and for our warfighters who are our ultimate customers."

Single Process Initiative

One of our biggest successes, according to Kaminski, will in all probability be our Single Process Initiative Program. Explaining the concept of the Single Process Initiative, Kaminski said that in today's defense industrial environment, many of our contractor facilities will have one or more manufacturing processes for commercial customers and then several additional processes that have been imposed by the DoD. "The idea behind the Single Process Initiative is to consolidate down to as few a number of processes as possible, and as we're consolidating, to make those processes commercial. Our objective is to save money, to obtain a better product for processes that are better understood and controlled, and to foster a more competitive industry."

"So far we have received over 100 concept papers from 41 contractors proposing to modify 177 different processes in this program. We have modified 34 processes of four different contractors. In one single block change, in this case with Raytheon Corporation, we effected 884 contracts at 16 different facilities in one fell swoop."

The End of the Beginning

In closing, Kaminski said that, "We have come, I think, to an important and encouraging point in our acquisition reform effort. There are times when I think I understand how Winston Churchill must have felt when the United States entered World War II. At the time he said, 'This is not the end or even the beginning of the end, but it is, I believe, the end of the beginning.' And that's how I feel today about our program of acquisition reform. I believe we have reached the end of the beginning of acquisition reform. We now have a very sound foundation to build on and to propagate through our whole system and to continue to upgrade it with continuous improvements."

DSMC is a Critical Agent for Acquisition Reform

Kaminski told the College that success in this kind of effort takes more than procedural change. Lasting success, he asserts, takes cultural change. *"I and all the senior leadership at the Department of Defense consider DSMC to be a very critical agent of this kind of cultural change. You are producing the leaders for the acquisition system of the 21st Century, and you are helping today's leaders make that system a reality. There are few institutions doing more to ensure the future security of this country."*

In concluding his remarks, Kaminski again spoke of David Packard and expressed his support of the College's decision to dedicate a building to the memory of its founding father. "In a short while we will dedicate a building on this campus to the memory of David Packard. That is quite an honor for him, but even a greater honor is the continued work of this institution. The Defense Systems Management College is itself a dynamic memorial to David Packard's vision. As he once said, 'It is in the interest of everyone in this country who seeks peace and freedom in this troubled world to keep our American military capability strong and to use our resources well in that process,' and you are a critical agent in helping us to do both."

Recognition of Staff, Faculty, and Special Guests

Army Lt. Col. John Mahony, Executive Officer to the Commandant and Master of Ceremonies, next announced the recognition of "the people who make this College the outstanding place to work that it is — the Defense Systems Management College staff and faculty."

The first person to be recognized was Lou Jones, a member of the Automation Operations and Education Department. Jones was presented with a plaque in recognition of his 24 years of service with DSMC — the longest period of employment for any College employee.

Dr. Ben Rush, a member of the College's Faculty Division, was recognized for more than 20 years' employment at the College.

Also recognized was Andrea Jurjans, a student from the first class held at the Defense Systems Management School as it was then known. Mahony noted that more than just being a graduate of the first program management course, Jurjans is still a federal employee.

In speaking of the next group to be recognized who participated in the Disabled Volunteers Program, Army Brig. Gen. Richard A. Black, DSMC Commandant, spoke of their special contributions. "The Disabled Volunteers Program began at DSMC in 1993. Let me add my appreciation not only for the job that you've done, but for the continuing job that you do every day, whether it's here at the College or out in industry, for the things that you say about DSMC, and the reputation you carry with you from DSMC."

First to be recognized was Ellen Davidson, who began at the College in 1992, and is now an employee in the College's Protocol Office. Jeff Marble, who was with the Executive Short Course Division in 1993 and is now an employee at Foxe Music, was also recognized. Both were presented with a brass coin representing the DSMC Commandant's Award for Excellence.

Pulley Vocational Center, which has also provided many of the College's volunteers over the years, was also represented by Barbara Novitsky, Assistant Principal.

In 1993 DSMC and Bryant Alternative High School entered into the Adopt-a-School Program, which is now referred to as the Partnership in Education Program. Representing Bryant High School at the Anniversary Celebration was the Principal, Armand Sebastianelli.

The DSMC Alumni Association was founded in 1983, and in a period of 13 years has grown to almost 2,000 members. Its President, Wayne Glass, was also recognized.

Presentation of the Bust of Brig. Gen. Scott

The Defense Systems Management College is indeed fortunate to have on its staff a remarkably talented Direc-

tor of its Visual Arts and Press Department, Greg Caruth. Over the years, Caruth has designed many posters, brochures, publications, exhibits, drawings and models. His latest effort, a likeness in clay of the late Army Brig. Gen. Winfield S. Scott III, first DSMC Commandant, was completed especially for the anniversary.

Caruth personally unveiled the bust on stage for Mrs. Scott, wife of the first Commandant, and her son, Army Brig. Gen. Bruce Scott, in a formal presentation. (This bust will be cast in bronze and displayed in the lobby of Scott Hall at DSMC's main Fort Belvoir campus.) Caruth was part of the original enlisted staff of the Defense Systems Management School [DSMC] in 1971 when the school opened.

Happy Birthday DSMC!

After leading the audience in a lighthearted version of "Happy Birthday DSMC," Black encouraged everyone to stay for the dedication of the David Packard Executive Conference Center, and reminded them that a DSMC History Book and a commemorative pin would be available for all. He also invited them to tour the many exhibits in the lobby outside the auditorium and in the new David Packard Executive Conference Center, and reminded them that a museum of 25 years of memories was on display in the library.

"All That's Best About DSMC"

Colleen A. Preston, Deputy Under Secretary of Defense for Acquisition Reform, next dedicated the David Packard Executive Conference Center in a speech at the Center following the Anniversary Celebration. Preston began her remarks by repeating Packard's vision for DSMC: "An academy of management, a school of high distinction, where the best of modern management practices would be taught."

Looking back, she spoke of a single building, a handful of faculty, and 60 students —what has since become today's Defense Systems Management College.

"Though its assets were indeed limited, the intellect, integrity, and commitment of its founder seemed infinite. Nevertheless, earlier this year, at the age of 84 and after a lifetime of distinguished public service and commercial achievement, the source and champion of all that is best about DSMC —David Packard —at last relinquished his post."

She spoke of the many ways in which Packard will be long remembered by the nation at large: for the products which bear his name in offices and homes across the country and around the world; and for the fact that this small manufacturer of electronic instruments formed by Packard and William Hewlett in 1939, is today the global producer of computer, biomedical, and analytical equipment known to many as simply, "HP."

Speaking of Packard's service to the nation, she recounted his service as President Richard Nixon's Deputy Secretary of Defense, and his receipt of the Presidential Medal of Freedom in 1988. "Earning a reputation for candor and independent thinking, Packard will be remembered by the many institutions, associations, and foundations to which he dedicated so much of his life, always the tireless worker on behalf of better science, stronger defense, and responsible citizenship."

Preston concluded her remarks by confirming that The David Packard Executive Conference Center could have found no better home than DSMC. "...DSMC stands second to no one in the respect it has for these achievements, nor in the fondness with which it will long recall the man himself. And that is our purpose today, to acknowledge and commemorate our debt to David Packard, the founder of the Defense Systems Management College."

E N D N O T E

Program Manager will feature an interview with Hon. John Douglass, Assistant Secretary of the Navy for Research, Development, and Acquisition, in its November/December 1996 issue.